

## NHS 24

**Minutes of the Meeting of the  
NHS 24 Board  
held on Thursday 26 October 2023 at 10:30am  
Boardroom, Lumina Building, Ainslie Road,  
Hillington, Glasgow, G52 4RU**

### PRESENT

Dr Martin Cheyne (in the Chair)

Mr Mike McCormick (Vice Chair)	Ms Carol Gillie
Mr Jim Miller	Ms Marieke Dwarshuis
Ms Liz Mallinson	Mr Martin Togneri
Mr Kenny Woods	Ms Maria Docherty
Ms Anne Gibson	Mr David Howe
Dr Laura Ryan	Mr John Gebbie (To Item 06)

### IN ATTENDANCE

Ms Ann-Marie Gallacher	..	Chief Information Officer
Ms Stephanie Phillips	..	Director of Transformation, Strategy, Planning and Performance
Ms Pauline Howie	..	Director of Service Delivery
Mrs Geraldine Mathew	..	Board Secretary (Minute)
Ms Marnie Westwood	..	Head of Resourcing and Planning

		ACTION BY
<b>01.</b>	<b>WELCOME, APOLOGIES AND INTRODUCTIONS</b>	
	<p>The Chair welcomed members present to the October meeting of the NHS 24 Board. Apologies were intimated on behalf of Mr Alan Webb, and Dr Jacqui Hepburn.</p> <p>The Chair welcomed observers to the meeting. As this was a Board Meeting held in public, observers were reminded that they were not permitted to participate in the meeting, and those observers on MS Teams were reminded to remain on mute throughout.</p> <p>Dr Cheyne welcomed back Mr Kenny Woods who had recently returned following a period of absence.</p> <p>He noted that this would be Mr Mike McCormick's last Board Meeting and formally noted that Mr Alan Webb had recently been appointed as the Board Vice Chair from 1 November 2023.</p> <p>A proposal was made to amend the running order of the agenda for the meeting, to consider Item 10.2 – Financial Performance Report, earlier in the agenda. The Board were content to accept this proposal.</p> <p><b>NOTED</b></p>	

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<b>02.</b>	<b>DECLARATIONS OF INTEREST</b>		
	<p>The Chair invited members to declare any interests in any of the items being discussed. There were no declarations of interest made.</p> <p>Dr Cheyne reminded all board members to ensure that any changes to their Register of Interest be notified to the Board Secretary within one month of the change occurring.</p> <p><b><u>NOTED</u></b></p>		
<b>03.</b>	<b>MINUTES OF PREVIOUS MEETING OF 31 AUGUST 2023</b>		
	<p>The Committee considered the minute of the previous meeting held on Thursday 31 August 2023 [Paper No. Item 03a] and were content to approve this as a complete and accurate record.</p> <p><b><u>APPROVED</u></b></p>		
<b>04.</b>	<b>MATTERS ARISING</b>		
	<p>There were no matters arising.</p> <p><b><u>NOTED</u></b></p>		
<b>05.</b>	<b>NOTES ON ANY OTHER BUSINESS</b>		
	<p>Members had been invited to raise any other matters not otherwise included on the agenda by the Board Secretary, prior to the meeting. There were no other matters raised.</p> <p><b><u>NOTED</u></b></p>		
<b>10.2</b>	<b>FINANCIAL PERFORMANCE REPORT</b>		
	<p>The Board considered the paper ‘Month 06 – Finance Report’ [Paper No. 10.2] presented by Mr John Gebbie, Director of Finance. Mr Gebbie noted the key points and that the Board was currently reporting a breakeven position at the six-month mark of the financial year. Pays were underspent due to vacancies, offsetting a small pressure within non-pay areas, with efficiency plans currently ahead of schedule and on track to deliver in full this financial year.</p> <p>Dr Cheyne thanked Mr Gebbie for the report and invited comments and questions from members.</p> <p>Discussion took place regarding underspends on staff costs due to vacancies and the potential impact of this, and the Board were assured that a significant amount of work continued to manage vacancies through the Establishment Control Group and accelerate recruitment as quickly as possible. This included different ways of working and remote options, to ensure full winter preparedness.</p> <p>In response to a question regarding the increased legal fees, Mr Gebbie confirmed that these were slightly over budget, and were in relation to specific areas of work where additional legal advice was sought. It was expected that these fees would reduce following completion of the work.</p> <p>In summary, the NHS 24 Board were content to note the report and the Month 6 financial position.</p>		

06.	<b>CHAIR'S REPORT</b>	
	<p>The Chair provided an overview of activities since the last meeting of 31 August 2023, and these were included as an appendix with the papers for information.</p> <p>Dr Cheyne noted a recent visit to Norseman House with Ms Pauline Howie, Director of Service Delivery. Dr Cheyne was inspired by the staff members he met on the visit, and the general enthusiasm and culture within Norseman House. He wished to commend all the staff based at Norseman House for their ongoing efforts and commitment to providing high quality services.</p> <p>In response to a question raised regarding site visits, Ms Suzy Aspley, Chief Communications Officer, noted that work was underway to develop the Patient Safety and Staff Wellbeing visits programme for 2024 and this would be made available to members through the Board Secretary in due course.</p> <p>The Board were content to note the Chair's Report, and the activities undertaken since the last meeting.</p> <p><b><u>NOTED</u></b></p>	
07.	<b>CHIEF EXECUTIVE'S REPORT</b>	
	<p>The Board considered the paper 'Executive Report to the Board' [Paper No. Item 07] presented by Mr Jim Miller, Chief Executive. Mr Miller noted recent progress in relation to several areas of work including two successful visits from colleagues within Scottish Government, the planned visit by colleagues from Northern Ireland, the very positive results following the recent NIS-R Audit noting thanks to Ms Ann-Marie Gallagher and the Digital Team for their significant work in this area. He also noted the current staff vaccination uptake rates and noted the rate was currently higher than the national rate. Mr Miller also highlighted his attendance at recent Staff Experience Groups which provided an opportunity to engage with staff on a range of issues including staff wellbeing, operational, tactical, and strategic issues, and noted thanks to staff for their engagement in these valuable sessions.</p> <p>Dr Cheyne thanked Mr Miller for the update and invited comments and questions from members.</p> <p>Questions and comments were raised with regards to the COVID-19 vaccination programme. Concern was raised that NHS 24 staff would not be offered a COVID-19 vaccination booster, and it was highlighted that this was a national position due to JCVI guidance. Mr Miller assured members that himself, Dr Cheyne and other members of the Executive Management Team would continue to raise this issue with Scottish Government colleagues. Additionally, a comment was raised regarding how risks associated with this were accurately reflected in the Corporate Risk Register.</p> <p>Discussion also took place regarding roll-out of the e-surveys, and the completion rate of the check-in questionnaires for new staff members.</p> <p>In response to a question regarding the delivery of a presentation to teams on the culture and values work, Dr Cheyne agreed to consider the inclusion of this presentation at a future Board Workshop Session.</p> <p>In summary, the NHS 24 Board were content to note the Executive Report and the overview of progress on the high-level activities associated with the delivery of the NHS 24 2023/24 Strategic Priorities.</p> <p><b><u>NOTED</u></b></p>	Mrs Mathew

<b>08.</b>	<b>PATIENT STORIES</b>	
	<p>Ms Maria Docherty, Director of Nursing &amp; Care, provided an overview of a recent complaint received regarding a highly complex, system-wide issue a patient experienced in respect of obtaining a prescription for a controlled drug, during a public holiday. This example demonstrated the complexity of issues patients face and how these could be addressed on a system-wide basis. Dr Ryan added that there were national discussions ongoing in respect of this group of medicines and the wider complex system issues associated with these.</p> <p>Dr Cheyne thanked Ms Docherty for the overview and wished to express thanks to the patient who provided this useful feedback, and noted the improvements being made considering this.</p> <p>Ms Docherty provided an overview of a recent compliment received regarding a caller who had accessed the service during the night, and their reflections on how their call was handled by the call handler and the nurse. The caller felt that they had been treated with courtesy and kindness throughout and demonstrated the call handlers exceptional listening skills.</p> <p>Dr Cheyne thanked Ms Docherty for the updates and wished to note thanks on behalf of the Board to the callers for sharing their stories and experiences with the Board and to everyone involved.</p> <p><b><u>NOTED</u></b></p>	
<b>09.1</b>	<b>STRATEGIC PORTFOLIO UPDATE</b>	
	<p>The Board considered the paper ‘Strategic Portfolio Update’ [Paper No. Item 9.1] presented by Ms Stephanie Phillips, Director of Transformation, Strategy, Planning &amp; Performance. Ms Phillips provided an overview of the key points within the report including the establishment of the Digital Transformation Programme Group and the workshop planned for 3 November 2023, and the inaugural meeting of the Strategic Delivery Group which would provide an oversight of the whole portfolio, co-chaired by Mr Miller and Mr David Howe.</p> <p>Dr Cheyne thanked Ms Phillips for the report and invited comments and questions from members.</p> <p>In response to a question regarding benefits mapping, Ms Phillips assured members that a benefits map had been developed for the Digital Transformation Programme and a similar process would be undertaken for the Service Transformation Programme. This was articulated in the body of the NHS 24 Strategy and ambitions had been mapped to the high-level benefits framework.</p> <p>Discussion took place regarding stakeholder engagement and Ms Phillips assured members that a plan was being developed in respect of the delivery of stakeholder engagement.</p> <p>In summary, the NHS 24 Board were content to note the progress across the strategic portfolios of work inclusive of digital transformation, service transformation and workforce and the establishment of a Strategic Delivery Group to provide oversight and more detailed scheduling of activity and allocative resource planning to support this work.</p> <p><b><u>NOTED</u></b></p>	
<b>10.1</b>	<b>CORPORATE PERFORMANCE REPORT</b>	
	<p>The Board considered the paper ‘Corporate Performance Report September 2023’ [Paper No. Item 10.1] presented by the Director of Transformation, Strategy, Planning &amp; Performance, Ms Stephanie Phillips. Ms Phillips noted the new look and format of the Performance Report which now included the new suite of key performance indicators (KPIs).</p>	

	<p>Dr Cheyne thanked Ms Phillips for the report and commended Ms Phillips and her Team for their efforts to successfully agree and implement the new KPIs and the new format report. He invited comments and questions from members.</p> <p>Discussion took place regarding benefits realisation, and performance indicators for service user interactions with the digital platforms. Ms Phillips noted that whilst the new KPIs had been implemented, these were activity based and consideration was required to develop an understanding of KPIs related to interactions with the digital platforms. Ms Ann-Marie Gallagher, Chief Information Officer, noted that work was underway to develop transparent and insightful contract financial reporting, and an initial report had been presented to the Executive Management Team, which would be presented to governance committees in quarter 4.</p> <p>In summary, the NHS 24 Board were content to note the latest performance position set out within the paper and the quality and performance of services provided for the period ended 30 September 2023.</p> <p><b>NOTED</b></p>	
<b>11.1</b>	<b>NHS 24 BOARD STANDING ORDERS – UPDATE</b>	
	<p>The Board considered the paper ‘NHS 24 Board Standing Orders Update’ [Paper No. 11.1] and were content to approve the following amendments:</p> <ul style="list-style-type: none"> <li>• Amendment to Paragraph 4.9 to include publication of the NHS 24 Board papers a minimum of three working days in advance of the meeting as follows: <i>“The meeting agenda and papers shall be published on the NHS 24 Board website at least three working days prior to the meeting, subject to any commercial/security redactions, and embargoed until midday on the day of the Board meeting”</i>.</li> <li>• Amendment to Section 1 – General – 2<sup>nd</sup> Paragraph at 1.1. – removal of the following paragraph: <i>“Healthcare Improvement Scotland and NHS National Services Scotland are constituted under a different legal basis and are not subject to the above regulations. Consequently, those bodies will have different Standing Orders”</i>.</li> <li>• Amendment to Section 1 – General – Paragraph 1.2 – removal of last sentence of the paragraph which is a duplication sentence and is also included in paragraph 1.5: <i>“Any member of the Board may on reasonable cause shown be suspended from the Board or disqualified for taking part in any business of the Board in specified circumstances”</i>.</li> </ul> <p>In summary, the NHS 24 Board were content to approve the amendments to the NHS 24 Board Standing Orders, noting the amendments above, with effect from 1 December 2023, and that the amended Standing Orders would be incorporated in the review of the Corporate Governance Framework which would be presented to the NHS 24 Board for approval in December 2023.</p> <p><b>APPROVED</b></p>	
<b>12.1</b>	<b>NHS 24 BOARD ACTION LOG</b>	
	<p>The Board considered the paper ‘Rolling Action Log’ [Paper No. 12.1] and were content to accept the recommendation that six actions were closed, those being:</p> <ul style="list-style-type: none"> <li>• Item 829 – Risk Appetite Statement</li> <li>• Item 830 – Procurement Annual Review and Strategy 2023-25</li> <li>• Item 831 – Duty of Candour Annual Report 2022/23</li> <li>• Item 832 – Patient and Service User Feedback Annual Report 2022/23</li> <li>• Item 833 – Corporate Parenting and UNCRC Progress Report 2020-23 and Action Plan 2023-26</li> </ul>	

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	<ul style="list-style-type: none"> <li>Item 834 – Public Partnership Forum and Youth Forum Annual Report 2022/23</li> </ul>		
	<b>APPROVED</b>		
<b>12.2</b>	<b>AOB</b>		
<b>a)</b>	<b>VALEDICTORY</b>		
	<p>The Chair noted to the NHS 24 Board that this was Mr Mike McCormick’s last Board meeting, before his term of office as Vice Chair ended on 31 October 2023.</p> <p>Mr McCormick had served on the NHS 24 Board for 8 years and had been Chair of the Planning and Performance Committee for 5 years. He had been instrumental in transforming the governance of Planning and Performance, particularly during the pandemic when call volumes doubled and performance was largely maintained. He briefly chaired Staff Governance Committee as an interim role and has always given of his time freely and willingly. He became Vice Chair of the Board in February 2022, and has subsequently been heavily involved in the development of the new Strategy, which has received universal support from stakeholders, staff, and the Scottish Government. Most recently, he has led the oversight of the development of the new KPIs which have been agreed by Scottish Government and reflect the current operations of NHS 24 as both an in hours and out of hours operation. He has deputised for the Chair on several occasions and was well respected by all his Board colleagues as a committed and valuable Board member.</p> <p>Mr McCormick has made a significant contribution to NHS 24 and would be missed by all colleagues. Dr Cheyne wished to note his personal thanks to Mr McCormick and thanks on behalf of the NHS 24 Board. He wished Mr McCormick well in all his future endeavours.</p>		
	<b>NOTED</b>		
	<b>DATE OF NEXT SCHEDULED MEETING</b>		
	Thursday 21 December 2023, 10:00am, Boardroom, Lumina Building		
	The meeting concluded at 11:50am		